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SOVIET RAILROAD OPERATIONS IN 1953, PROPOSED IMPROVEMENTS

[Comment: This report presents the full text of a speech delivered 4 May 1954 by B. P. Beshchev, Minister of Railways USSR, at the opening of the All-Union Meeting of Workers of Railroad Transportation.]

Comrades! The Communist Party and the Soviet State have always paid and still are paying a great deal of attention to the development of railroad transportation and to the elevation of its work. This has been expressed in numerous party and state documents and in the utterances of the founder of the Soviet State, Vladimir Il'ich Lenin.

"The railroads," Vladimir Il'ich said, "are a kingpin, and one of the manifestations of the very close contact between the cities and the villages, between industry and agriculture, upon which socialism is founded. Railroads are needed to contribute to this unity for planned activity in the interests of the whole population."

Developing these pronouncements of Lenin, J. V. Stalin repeatedly pointed out the significance of the work of railroad men and the need of creating in the Soviet Union a first-class railroad transportation system uniting the great regions of the country into one state whole.

Therefore, one of the most important tasks of the Communist Party in the socialistic transition of the country is the constant development of railroad transportation, thereby making possible the constant and powerful growth of the productive forces of the Soviet State.

During the first five-year plans, under the leadership of the party, a basic technical reconstruction of the railroads was brought about, new railroad construction was unfolded, and numerous cadres of specialists, capable of furthering the development of transportation, were trained.

As a result of the great organizational work of the party and the state, the freight turnover of the railroads in 1940 had surpassed the level of 1913 by 6.3 times. At the present time that level has been surpassed by more than 12 times. Now the Omsk Railroad System has the same freight turnover as all of the railroads of England, Belgium, and Holland taken together, and the Tomsk System as much as the railroads of Japan and Turkey.

Soviet railroad transportation played an important role in fulfilling the five-year plans for the development of the national economy, successfully coped with tremendous and responsible tasks during World War II, and actively participated in the restoration and full development of the economy of the country in the postwar years.

The constant improvement of the prosperity and culture of the workers is a foremost consideration of the Communist Party and the Soviet State. Resting upon the great foundations of Soviet socialistic construction, and upon the great successes achieved by our heavy industry, the party and the state are encouraging the battle for a sharp uplift in agriculture and for accelerated development of the light industry and food industry to satisfy the demands of the population for consumer goods in the next 2 to 3 years.

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This great program was laid out in the decisions of the 5th session of the Supreme Soviet of the USSR, and of the September and February-March plenums of the Central Committee of the Communist Party of the Soviet Union.

The tasks of railroad transportation in the contemporary period of Communist construction were established in the decree of the Council of Ministers of the USSR and the Central Committee of our party on 6 October 1953, "Concerning the Furthest Improvement of the Work of Railroad Transportation in the Hauling of Freight, Especially Consumer Goods."

Before passing on to a detailed inspection of these tasks, it is necessary to consider the basic results of the work of the railroads in recent years.

The 1953 state hauling plan was completed 101 percent for carloading and 101.1 percent for ton-kilometers. Carloadings in 1953 exceeded those of 1952 by 7 percent.

The directives of the 19th Congress of the party provide for a growth in railroad freight turnover of 35-40 percent by 1955 in comparison with 1950. If one considers that freight turnover in 1953 was 32.5 percent, and in 1954 will be not less than 39 percent over the 1950 figure, then it is obvious that the five-year plan for freight turnover will be completed in 4 years (i.e., by the end of 1954).

The first quarter 1954 carloading plan was fulfilled 100.2 percent. From October 1953 through April 1954, the railroads, in the course of exceeding the plan, loaded more than 600,000 cars of consumer goods and raw materials for the light industry and food industry above the plan.

However, these results do not give us the right to slacken our efforts, especially since the railroads have still not truly felt the additional load which in the near future will arise from the further elevation of socialistic economy.

In freight work, the railroads still are not fulfilling the hauling plan for some goods.

In the first quarter of 1954, 16 railroad systems did not fulfill the plan in tons and cars, including the Gor'kiy, North Caucasus, Volga, Krasnoyarsk, and Sverdlovsk systems.

We have systems, divisions, and stations which over a period of months have not met the hauling plans for certain types of freight. For example, the Stalin Railroad System, which serves the greatest metallurgical plants of the country, did not fulfill for a 10-month period in 1953 the plan for hauling ore. The Krasnoufimsk Division, Kazan' Railroad System, one of the largest timber-loading divisions of the country, did not fulfill the timber-loading plan for even a single month of 1953.

A similarly negligent attitude toward the fulfillment of the plan exists regarding the loading of consumer goods even at stations of concentrated loading. For example, Odessa-Tovarnaya Station in February failed to load an equivalent of 64 cars of various manufactured products and feedstuffs. The cost of this freight amounts to 23 million rubles. If the acting chief of the system, Sushchenko, had directed not so much his words but his actions to the development of freight loading, he certainly would have been able to find 64 boxcars on the system capable of hauling this freight.

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The responsibility for the failure to fulfill the plans for the hauling of various types of freight is shared equally by the system chiefs, the Main Administration of Freight Operations and the Planning of Hauling (chief, Potapov), and the Main Traffic Administration (chief, Karpov), who have not established the necessary strict discipline for the fulfillment of the plans for the presentation of empty cars, and who tolerate consistent failures to increase the car inventory of important loading systems.

The plan for the delivery of cars on the whole in 1953 was realized only 89 percent, and in the first quarter of 1954 only 86 percent. Several systems consistently fail to fulfill the plan for the delivery of empty cars. Some of these are the Far Eastern System (chief, Sugak), the South Ural System (chief, Kalabukhov), and the Ufa System (chief, Koshlyak). Such disruptions of state discipline cannot be tolerated.

In accordance with the directives of the party and the state concerning the creation of the needed conditions for fast hauling of less-than-carload consignments and other express freight, 627 stations have been opened for the reception of freight, and by the end of 1954 this figure will reach 1,300 stations. The number of local distributing cars has been doubled on the systems, the number of local trains has been increased, and more than 150 fast trains have been put into operation. As a result of the accomplished measures, the hauling of freight in less-than-carload consignments has grown on the average approximately 30 percent on the systems. This undoubtedly was a great aid to the development of freight turnover in the country.

However, the existing shortcomings in the organization of hauling less-than-carload consignments and other express freight must be noted. In spite of the significant increase in the number of containers, the plan for container hauling was not fulfilled either in 1953 or in the first quarter of 1954, and the turnaround of containers was below the norm.

While attempting to eliminate these serious shortcomings, a task primarily ours, we must also increase our demands upon the shippers, upon whom in large part depends the qualitative fulfillment of the hauling plan and the rational utilization of the rolling stock. I have in mind, first of all, the steady presentation of freight for hauling in the course of a month and in the course of 24 hours. The administrations of the systems and the divisions must increase their role in the organization through closer coordination between the railroads and the shippers, and by helping to improve the work of the sidings, where four fifths of all freight operations are carried on.

In accordance with the directives of the 19th Congress of the Communist Party, the railroads must, in the Fifth Five-Year Plan, accelerate the car turnaround time by not less than 18 percent above 1950. During 3 years of the current five-year plan, car turnaround time has been accelerated by 11.3 percent. However, the plan for car turnaround time was underfulfilled in 1953 by approximately one hour.

The plan for accelerating car turnaround time was fulfilled in 1953 by only half of the systems, and the Pechora, Kirov, Kuybyshev, Volga, Karaganda, North Caucasus, and Ufa systems even slowed car turnaround time as compared with 1952. The leaders of these systems are paying little attention to improving the utilization of cars.

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Car layover time has been reduced very slowly at loading and unloading stations. In 1953, car layover time was reduced by only .7 hours and was 2.3 hours higher than in 1940. The layover of cars from the completion of loading operations until the moment of dispatching amounts to 60 percent of the over-all time at loading and unloading stations.

For the fulfillment of the plan for accelerating car turnaround time it is necessary, by the end of the Fifth Five-year Plan, to reduce further the car turnaround time no less than 6.7 percent so that we may not only completely fulfill but also surpass the plan.

Another important phase of the Fifth Five-Year Plan called for increasing the average daily locomotive run by not less than 12 percent in comparison with 1950. Three years of the Fifth Five-Year Plan have already elapsed and the run has increased only 4 percent, whereas the Far East, Transbaykal, Orenburg, and several other systems, are even below the plan for 1952.

The unsatisfactory planning of work in the administrations and divisions of systems is one of the serious shortcomings interfering with the increase of the average daily locomotive run. Because of this, at various times in the terminals there are alternately surpluses and shortages of locomotives. This is also a direct result of a regard of the norms of the technical plan and the traffic schedule of trains.

Insufficient contact in the operational work of adjoining systems and divisions, and the absence of the needed control over them by various operational administrations of the ministry, have impaired operations. The operational methods of the crews of the Nyandoma Division, Northern Railroad System, and the Kuloy Division, Pechora System, who began competition for exemplary work at junction points deserve the widest dissemination.

In order to increase the average daily locomotive run, it is necessary to reduce idleness and to increase the speed excluding stops.

The level of achievement in operational work is determined by the perfection and the observance of the traffic graph of trains. In 1950, the number of trains which operated according to the graph amounted to 66.7 percent; in 1953, 84.9 percent of all trains operated according to the graph. On the Tomsk, Moscow-Kursk-Donbass, Far East, and a number of other systems, the traffic graph is fulfilled 90 percent and more. However, not all systems have achieved such success. We still have a large number of leaders of systems, divisions, terminals, and stations, who underestimate the organizational role of the traffic graph in the struggle for the most rational utilization of the capacity of the railroads and the technical means of transportation.

It must be pointed out that in the formulation of the graph there is insufficient consideration of the existing possibilities for increasing the speed including stops and speed excluding stops, for the reduction of extended train layovers, and for increasing train weight. In the 1954 traffic graph, the weight norms have been substantially increased. However, the train speeds have not been increased sufficiently. This means that serious measures are required for a maximum increase in the speed excluding stops and especially the speed including stops.

It is also necessary to inspect critically the system of calculating the fulfillment of the graph in order to prevent any loopholes for those who like to gloss over the actual situation.

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The proper maintenance of locomotives, cars, and track is a deciding factor in the steady operation of the railroads.

Most of the locomotive and repair crews during recent years have brought about an improvement in locomotive maintenance. At the same time there are a number of unsatisfactory workers in systems and terminals. On the Omsk, Ufa, Karaganda, East Siberia, South Ural, and several other systems, the number of unfit locomotives far surpasses the norm. For example, at the Barabinsk Terminal, Omsk Railroad System, unfit locomotives surpass the norm by almost 5 percent. Here, repair layovers are extended and locomotives often stop for repairs not prescribed in the plan. Analogous shortcomings exist at Derna, Chelyabinsk, Slavyansk, and a number of other terminals.

Locomotive layovers for washing and medium repairs often are double the time prescribed in the norm, and for running-gear repairs, 2.5 times more than the norm. Information on the operational experiences of the Kiev Terminal dmeni Andreyev, where, over the years, the layover of locomotives undergoing repairs has always been below the norm, has been poorly disseminated throughout the railroad network.

In 1953 and the first quarter of 1954, the car services of the systems have essentially met the requirements for maintenance of rolling stock and repair of freight and passenger cars. However, at Vladimir, Yelenovka, Tayshet, Ural'sk, and a number of other terminals, the leaders are not providing for the fulfillment of the plan.

One of the existing shortcomings in the work of car men is the customary uncoupling of loaded defective cars not only from transit trains but also from trains locally loaded. On the Karaganda System, for example, almost half of all the cars which are uncoupled are those loaded on that system, and 90 percent of these are uncoupled on the Karaganda Division, i. e., the division where they were loaded.

Track repair work in 1953 permitted an increase in the speed of traffic over several thousand kilometers of track. According to a numerical marking appraisal of the track, the condition has improved. On the systems of the Urals, Siberia, and the Far East, the 1953 track repair plan was completed. However, several systems did not in 1953 make use of all the possibilities, while surpassing the plan for the laying of new rails, did not fulfill the plan for the capital and medium repair of track and the replacement of switches.

A great shortcoming in the work of the Main Administration of Track and Structures and the road offices is a lag in the organization of current track maintenance. On the Northern, Krasnoyarsk, Kazan', and several other systems, there is an intolerably high amount of rejects of rails and fishplates due to fractures and other defects. Track creepage still remains a problem in some areas. This neglect in current track maintenance must be eliminated in the shortest possible time.

In the decision of the Council of Ministers USSR and the Central Committee of the Communist Party dated 6 October 1953, it was stated that the increasing amount of technical equipment and the accumulated experience of the railroads permits the discontinuance of so-called seasonal work and permits year-round operations.

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It must be pointed out that several systems drew the necessary conclusions from these directives and in the 1953-1954 winter their work was more regular. In particular, such systems as the Tomsk, Pechora, Kazan', Moscow-Kursk-Donbass, the Moscow-Ryazan', and several others, have made timely preparations for winter and have confidently increased their hauling tempo during winter conditions.

However, during the second half of the 1953-1954 winter, operational work declined because of negligence in a number of systems and main administrations of the Ministry, the leaders of which failed to heed the warning in time and did not prepare for winter operations. This showed up in the quality of fulfillment of the hauling plan for the first quarter of 1954. In particular, the chief of the North Caucasus System, Gartsuyev, the acting chief of the Odessa-Kishinev System, Sushchenko, and the chiefs of the track offices of these systems made poor preparations for winter and did not provide for the necessary operation and management during the period of frost. The Main Administration of Track and Structures (chief, Podpalyy) and the Deputy Minister of Railways, Gavrilov, supervising track management, did not provide for the preparedness of track workers for winter work.

The Ufa, Sverdlovsk, Donets, Stalin, and Gor'kiy systems considerably declined in the first quarter of 1954 in the transfer of cars, which is a serious impediment to the work of the net. The Main Traffic Administration is slowly liquidating shortcomings in the distribution of the car park.

The locomotive offices of the Omsk, Ufa, and a number of other railroad systems, did not provide during the winter for the constant work of the locomotive park and permitted instances of undersupply of locomotives for trains and violations of technical operating procedures. The Karaganda and South Ural systems tolerated train delays due to faulty cars.

The shortcomings tolerated during the 1953-1954 winter must be analyzed carefully and both the crews and the administrations of the systems must be thoroughly prepared for uninterrupted work in the 1954-1955 winter.

Special attention must be paid to the work of locomotive management, the proper working order of the locomotive park, the proper management of stations, and the completion of the plan for capital construction, primarily for the purpose of improving the capacity of the lines.

How do things stand in regard to passenger hauling? In 1953, the passenger-hauling plan was completed 103.7 percent. But along with the growth of the material and cultural welfare of the Soviet people, the demands upon the railroads both in regard to volume and quality of passenger hauling have increased. The experience of workers at passenger station buildings of Yar, Vladivostok, and elsewhere shows that even with the expenditure of small sums it is possible to improve the condition of station rooms, platforms, and the area surrounding station buildings, and to improve the cultural service to passengers.

We are continuing to receive from our industry all-metal cars which go to make up through trains, express trains, and other passenger trains, and we are increasing the length of electrified suburban sections. However, the service afforded passengers still is not satisfying the growing demand.

In the directive of the Council of Ministers USSR concerning the maximum improvement of passenger service, it was pointed out that the Ministry of Railways had not provided for the proper management of passenger hauling. This was particularly directed at the Kuybyshev, Kazan', Ufa, South Ural, and Ordzhonikidze systems.

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Several systems are not fulfilling the traffic schedule of passenger trains. As a result of poor educational work on the part of several economic leaders and political departments, and because of a lack of sufficient control on the part of the Main Passenger Administration (chief, Zaporozhtsev) and passenger offices, the intolerable facts of disruption of discipline, a rude attitude toward passengers, and poor condition of cars and station buildings have still not been remedied on the systems.

The shortcomings must be eliminated as quickly as possible. We must immediately put into action the huge reserves for improvement of passenger service, increase in passenger train traffic speed, reduction of extended layovers, and improved formulating of the schedule and control over its fulfillment.

Something special must be said of our industrial enterprises.

We possess hundreds of plants for the repair of rolling stock, for the production of machinery, equipment, and spare parts, and for the production of construction materials. This is a great force. However, for some time now this force has not been completely utilized. The Main Administration of Locomotive Repair and Car Repair Plants (chief, Paramonov) has not provided for the fulfillment of the plan for such important items as the capital and medium repair of locomotives, the medium repair of freight and passenger cars, and the repair of refrigerator cars and wheel pairs.

The machine-building plants successfully completed the 1953 plan. Nevertheless, they have many serious shortcomings in the organization of labor and the technology of production.

What are the results in regard to capital construction?

In 1953, a considerable amount of money was invested in the railroads which made it possible to strengthen the transportation equipment and to cope with the growing requirements for freight and passenger hauling. The general volume of these investments surpassed the prewar amounts by 75.2 percent in 1953, and in comparison with 1952 increased 13 percent. However, the plan for construction and installation work in 1953 was fulfilled only 93.8 percent, and the plan for putting capacities into operation was only 86 percent fulfilled.

The 1953 yearly plan was completely fulfilled by only two construction administrations (chiefs, Kabanov and Mukhin) [N. Mukhin, chief of the Main Administration for Mechanization of Construction Operations].

The greatest lag in 1953 was tolerated by the Main Administration for Railroad Construction (chief, Smolyaninov), which fulfilled the yearly plan by 89 percent, and by the Administration of Railroad Construction-Erection Offices and Trusts (chief, Noskov), which fulfilled the plan by 83 percent.

In 1953, nearly half of all construction organizations did not complete the yearly plan.

Most of the transportation construction organizations, even at the present time, have not eliminated shortcomings in their work. The plan for the first quarter of 1954 was fulfilled by only 91.8 percent.

A basic shortcoming in the work of transportation construction organizations is the unsatisfactory introduction of industrial methods.

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One of the most important tasks of construction organizations, the wide introduction of advanced methods of organizing labor, has been developed by the Stalin Prize Winner, mason Rakhmanin, and by erectors Koshchelev and Khala, excavators Dotsenko, Lemasin, Vod'nik, and Babynin, and other innovators.

Our experience has shown that in all the branches of transportation there are great internal reserves making possible a significant increase in the volume and quality of hauling to more fully and better satisfy the growing needs of the national economy.

Great potentialities for the improvement of the organization of operational work lie first of all in the best utilization of present line capacities, which on many railroad lines are utilized 80-90 percent, even though the freight is more than sufficient and often is sent by a circuitous routing. Such a situation arises because of violations of the established traffic schedule regarding primarily the time of movement and station layovers. Despite the fact that a loss of only one minute in the passage of a train over a run reduces the capacity of the line 2-4 percent, many workers still have not learned to evaluate their time.

The railroads are doing little to develop the potentialities created through the activities of the patriotic above-norm-weight train engineers. This is very important in order that traffic car assume mass proportions. However, at the present time, above-norm-weight consists of the Ufa, Volga, Omsk, South Ural, Orenburg, Krasnodar, Kuznetsk, Odessa-Kishinev, and a number of other systems, occupy a small place in the over-all traffic figures. But there are those from whom these systems could learn. High indexes in the operation of above-norm-weight trains were achieved by the crews of the following engine terminals: Pechora, Solov'yegodsk, Krasnoarmeyskaya, Pskov, Agryz, Tula, Orel, and others. Progressive above-norm-weight train engineers Ivanov, Sarada, Sazonov, Grachev, Blazhenov, and many others have opened a new page in the utilization of the basic motive force of transportation, the locomotive, and have in practice proven that the weight norms of trains can be improved on all routes. The Main Locomotive Administration, Main Traffic Administration, Main Administration of Track and Structures, and Main Railroad Car Administration are obligated to promote by every way possible the development and perfection of above-norm-weight train traffic which in modern contemporary conditions, a determining factor for the maximum development of railroad transportation.

The acceleration of car turnaround time is the most important reserve. This is the basic link which must be forged. The acceleration of car turnaround time, first of all, depends upon the improved work of classification and freight stations. Many classification stations are equipped with completely modern technology, automatic humping centralization, and powerful braking equipment. Switching locomotives are equipped with radio communication. However, at a number of classification stations the equipment is poorly utilized and the productivity of the classification hump is intolerably low. If one compares the results of the work of the hump yards at Chelyabinsk and Nizhnedneprovsk-Uzel stations in the third quarter of 1953 (I deliberately chose this period in order that the Chelyabinsk people could not allude to the winter working conditions), one sees that in one hump yard in Chelyabinsk during a 24-hour period an average of 850 fewer cars were processed than at Nizhnedneprovsk. The productive labor time at the hump yard for breaking up and forming trains at Nizhnedneprovsk was 4 hours more than at Chelyabinsk.

There are 1,130 cars for each hump yard locomotive at Chelyabinsk, while at Nizhnedneprovsk there are 2,432 cars for each locomotive. Such variance in the work indexes of the two stations arises from the fact that at the classification humps of Chelyabinsk little attention is given to technical methods of operation, proven progressive methods of work are not adopted, and the teletype is not utilized for the preliminary formulation of classification lists.

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If work were carried on at all of the mechanized hump yards, and at all stations, as it is in Nizhnedneprovsk, we would have an increase in classification capabilities equal to 20 new hump yards, and a sharp reduction in the layover of cars arriving for classification.

Concerning the undeveloped reserves at classification stations, certain unmechanized yards have a higher productivity than the mechanized hump yards. A case in point is that of the Moscow-Ryazan' Railroad System where the mechanized hump yard at Kochstovka in 1953 processed, on the average for a 24-hour period, 600 cars less than were processed at the unmechanized Moscow-Sortirovochnaya Station of the same system.

There is not a single justification for increasing the layover norms for transit cars undergoing reprocessing as has been observed at a number of classification stations. At Rybnoye Station, Moscow-Ryazan' System, in 1953, these norms were increased by 8 hours above the 1949 norm, and at Gor'kiy-Sortirovochnyy, by 12 hours. This is so-called normal conduct at several traffic offices, in the absence of control by the Main Traffic Administration and primarily by the department for the organization of the work of stations. Such conduct does not promote the uncovering of reserves and their utilization.

The proper distribution of classification work depends upon the plan of formulation, which is one of the most important achievements of our theory and practice of operational work. High reserves are contained in its strict observance and constant improvement. However, discipline in the fulfillment of the plan of formulation at recent times has clearly weakened. A considerable number of trains are dispatched from the classification stations with disregard for the plan, which causes additional reprocessing of the consists. A constant improvement of the train formulation plans is needed in order to guarantee a reduction of car layover time while awaiting inclusion into an outgoing consist and in order to increase the length of the car run before reprocessing. This also applies to the increase of throughhauling. Nevertheless, the Main Administration of Freight Operations and Planning of Filling, and its throughhauling department (chief, Gorygov), did not provide in 1953 for the fulfillment of the plan of throughhauling and permitted a qualitative decline in throughhauling. Forty percent of the throughtrains ran for distances up to 300 kilometers and only 14 percent traveled without reprocessing for a distance beyond 1,000 kilometers, even though it is chiefly from such distances that the biggest gains are achieved.

The reserves of freight stations are no less important, since their number is growing from year to year in connection with the distribution of freight turnover, the growing of new railways, and the cultivation of virgin soil. In this light, the popularization of the innovation of Karyshev, duty officer of the Moscow Division, Moscow-Karaganda System, has a great importance. He devised a method of continuously calculating the arrival and presence of local freight in the division and of concentrating the work of the switching, reserve, and parking locomotives, and organized the fast break-up and processing of cars with local freight, saving during one quarter more than 150,000 car-hours.

It is also necessary to reduce the layover time at industrial sidings of our shippers. It is impossible to justify the conduct of those "good uncles" from the railroad administration who yearly increase the norm for car layovers at industrial sidings. The leaders of the Dnieper Railroad System, without any justification, increased the layover norm for the Kuznetsk Metallurgical Combine Internal Station to 17.7 hours in 1953, compared with 9.5 hours for 1950. Such acts of "kindness" are a great expense to the state and are absolutely intolerable.

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The utilization of the reserves of the railroad for accelerating car-turnaround time has a great national significance. The cost of the freight mass which is located on the rolling stock of the railroads, and which is entrusted to us, the railroad workers, is valued approximately at 26 billion rubles. Consequently, the speed-up of the delivery of freight to its destination, if only by 1 percent, makes it possible to release a freight mass having a material value of not less than 250 million rubles.

During the past 2 years freight in general has begun to reach the consignee faster, but a large amount of it is still not delivered on time. Half of all the late deliveries occur on the seven railroad systems of Sverdlovsk, Volga, South Ural, Ufa, Mugby-hav, Orenburg, and Kazan'. Nevertheless, the timely delivery of freight and its complete preservation are still the most important, if not the chief, qualitative indexes of our work. Therefore, all reserves must be utilized for increasing average speed and speed between stops, for improving the organization of freight work, for expanding through-route hauling, for shortening the layover of cars in stations, and for elimination of late deliveries. At the same time an accelerated turnover of material wealth in our country must be guaranteed.

An important aspect of railroad transportation is its active influence in the forming of transportation connections, and in the liquidation of irrational hauling. During recent years, as a result of measures adopted by the party and the state, a reduction in the distance of transporting coal, petroleum, ore, and cement has been achieved. However, the average hauling distance in 1953 surpassed the plan by 7 kilometers. This slowed down car-turnaround time, decreased the loading capabilities of the railroads by approximately 900 cars per 24 hour period, and increased the transportation expenditures in the national economy by approximately 30 million rubles a year.

Comrade I. M. Kaganovich, in his speech at the session of the Supreme Soviet of the USSR, justly criticized the Ministry of Railways for insufficient activity in the matter of rationally utilizing the means of transportation. We must draw the necessary conclusions from this criticism. In an inspection of the layout of the plan of hauling for the first 4 months of 1954, the ministry eliminated from the plan more than 91,000 cars.

But still little has been done. We will strive for every possible reduction of irrational hauling. It is our responsibility to study the economy of separate regions of the country, the freight flows and the distribution of the most important branches of industry, and also and trade bases, and to present problems before the appropriate ministries and Gosplan [State Planning Committee] concerning the elimination of irrational hauling.

The establishment of the proper relationship between railroad, water, and motor transport is a big reserve for improving the work of all types of transportation. We must draw conclusions from the criticism which was directed at the railroad workers during a meeting of workers of water transportation and, in the coming navigation period, we must provide an expansion of combined rail-water shipments and a timely presentation of rolling stock at ports, considering the freight to be transferred as if it were located on the tracks.

One method holding great possibilities for improving the work of the railroads and the consignee is that of increasing the static load per car. It has been established by a check that almost every tenth car is underloaded by the consignor by an average of 1 1/2 tons. Nevertheless, by increasing the load of cars by only 1 percent, it would be possible to haul with the very same rolling stock more than 10 million additional tons of freight and to reduce operating expenditures of the railroads by 100 million rubles per year. And the freight

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owners will save by the reduction of the tariff, due to more compact loading, not less than .5 billion rubles. Therefore, everything possible is done to sanction and popularize the achievements of progressive weighers, and of masters of compact loading Lobanov, Kladovshchikova, Korotkov, and many others. By improving the utilization of the carrying capacity of the rolling stock, they have uncovered existing reserves allowing a fuller exploitation of line capacity.

It must be noted that in a number of railroad systems and main administrations of the ministry the important potential of reducing empty car runs is being underestimated. Can it be considered normal that out of every 10 cars in circulation there are 3-4 empties? For 15 years now the percentage of this type of run has remained approximately the same. The chief of the Main Administration of Freight Operations and Planning of Hauling, Potapov, and the chief of the Main Traffic Administration, Karpov, have still not taken active measures for the reduction of empty runs.

Regarding locomotive economy, an existing potential is the accelerated equipping of the locomotive and the reduction of its layover while undergoing repairs. All equipping operations, including filling with water, oil, sand, and grease, and cleaning the firebox, are combined completely now at only 5 base and 4 turnaround terminals of the railroad network. In half of the terminals these operations are partially combined and in the remaining they are performed consecutively.

The observance of the established norms for locomotive layovers on the Omsk System alone would make it possible to free enough locomotives to outfit a large terminal.

As regards car economy, a basic potential lies in improving the work of assembly shops. We have the potential to increase considerably in 1954 the output of cars from each stall. For this it is necessary to follow the example of the progressive car workers of the Leningrad-Sortirovochnyy-Moskovskiy Terminal and the Riga-Tovarnaya Terminal, and to introduce widely the constant-flow production method.

The chief of the Main Administration of Track and Structures, Podpaluy, and the chief engineer of this administration, Naumov, are unsatisfactorily administering the work of track machine stations, which are the industrial base of track economy. On the average, one track machine station in 1953 carried out capital repairs on 67.4 kilometers of track, and the advanced stations, led by Nasonov, Korolev, and Avtonomov, finished work on 100 kilometers and more. It is imperative that we popularize the achievements of these stations among all the mechanized track workers. After assimilating the lessons to be learned from these advanced workers, the crews of mechanized track stations will be able in the course of a year to carry out capital repairs on 1,500-2,000 kilometers more than at present.

The basic potentials of transportation plants can be exploited by increasing the productive output from the existing productive forces. For example, at the Plant Imeri Vovlovich, all-metal passenger cars lie over in repair an average of 28 days, and at Mikhnedneprovsk Plant, even better equipped, 49 days. Providing that at all plants the layover of the rolling stock in repair were kept at the norm and technical difficulties resulting from poor work were liquidated, the very same productive forces would be able to repair up to 2,000 additional locomotives and up to 10,000 additional cars per year. The chief of the Main Administration of Locomotive Repair and Car Repair Plants, Paramonov, and the plant leaders, must organize the effort for the utilization of these potentials. Considerable reserves exist in the plants of the Main Administration of Enterprises of Construction Materials.

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Perhaps in no other branch of railroad transportation is there such a gap between the problems of technical possibilities and their development as in our construction organizations. The idleness of excavators is exceptionally great. If the idleness of excavators could be shortened by only 10-15 percent, it would be possible in a year's time to complete up to 11 million additional cubic meters of earthwork.

The greatest unsatisfactory utilization of machinery is in the organizations of the Main Administration for Railroad Construction of the East (chief of the administration, Sosnov; chief engineer, Bunatyan). Scrapers were utilized by this administration in 1953 on the whole only 61 percent, track-layers 21 percent, ballast layers 62 percent. It is time for the Deputy Minister concerned with construction, Gotsiridze, and the chiefs of the main construction administrations to direct serious attention to these potentialities and sincerely to undertake their realization.

In the directives of the 19th Party Congress one of the most important tasks in the realm of railroad transportation was the establishment of an increase in the capacity of the systems. During the past 3 years of the Fifth Five-Year Plan, the following rail lines were put into full operation: Stalinsk-Akmolinsk, Chardzhou-Angrensk, Moloty-Chu, and a number of others. The opening of these lines is making possible the further development of industry in new regions and has a great significance for the successful cultivation of the virgin land in Siberia, Kazakhstan, and the Altayskiy Kray.

The electrified rail lines of the country have been increased by more than 1,000 kilometers, and the length of the rail lines equipped with automatic blocking and dispatcher centralization has grown greatly. In recent years, the adoption of interstation switching communication and radio contact between locomotive engineers has considerably increased. By the start of 1954, new rails were laid on more than one third of the main tracks.

In the postwar years our rolling stock has changed considerably. At the present time, the locomotive park of the railroads is significantly larger than the prewar park. In 1940, 4-axle freight cars comprised only one quarter of the over-all park, but at the present time their number has been increased to 50 percent of the over-all park. The majority of freight cars, that is, 81.4 percent, are equipped with automatic braking, and 66.5 percent have automatic coupling.

In recent years new methods have been developed to further improve technology. Powerful new types of locomotives have been developed, plus special cars for hauling specific types of freight, new automatic braking mechanisms, and automatic train controls.

The introduction of the new technology into the transportation economy is considerably slowed down by the time spent in testing experimental models. Progress is very slow in the development of machinery which will permit the mechanization of labor processes in loading and unloading, in track economy, in construction, and in the repair of the rolling stock. There is an intolerable lag in the introduction of automatic devices, especially automatic blocking and electrical centralization of switches at stations.

The changeover of the rolling stock to roller bearings is an important reconstruction measure. The step from the experimental stage to the wide installation of roller bearings should have been taken some time ago. However, the work has been delayed. The responsible parties for this are the All-Union Scientific Research Institute of Railroad Transportation, and in particular its department for the study of bearing movement (department chief, Sharonin), the Technical Administration of the ministry (chief, Samozhvalov), and the Main Railroad Car Administration (chief, Yegorov).

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The unsatisfactory utilization of the new technology, and the slow adoption of scientific achievements and advanced methods of labor, point out first of all the still present inertia and fear of that which is new in transportation. Apparent along with this is the insufficient activity existing in transportation on the part of the institute of chief engineers, starting with the chief engineers of the main administrations and ending with the chief engineers of enterprises. At these are the people called upon to organize the introduction of the new technology and its effective utilization.

The huge tasks placed before the railroads and the necessity for the widest application of new technology require a timely and profound scientific solution of the problems connected with the development of railroad transportation.

Soviet transportation science, in the solution of a number of important problems, has an indisputable priority. Our learned engineers, technicians, and innovators of production have made a big contribution to the theory and practice of operating the railroads, to the matter of improving the rolling stock and the industrialization of construction, and to the development and introduction of new equipment and devices. However, it must be acknowledged that many scientific workers still have not made the necessary deductions from the just criticism contained in the pronouncement of the Council of Ministers and the Central Committee of our party on 6 October 1953. Transportation science still is not meeting the growing demands.

The party and the state during all periods of socialistic construction have directed paramount attention to increasing the productivity of labor.

During the present period of communist construction, this problem has an extraordinary significance.

Addressing the meeting of electors on 12 March 1954, Malenkov spoke of the need of developing a wide national movement for the achievement of a high labor productivity in all sections of our economy.

This call found warm response from the Soviet railroad workers as with all the workers of our country.

Following the patriotic example of crews of progressive enterprises of Moscow and the Moskovskaya Oblast, the workers of terminals, stations, car sections, plants, construction organizations, and other transportation enterprises are developing a competition for the maximum increase in labor productivity, and for a more complete utilization of the internal reserves of production.

In 1953, labor productivity of railroad workers has increased 31.1 percent compared with 1940, and 19.6 percent of this increase occurred during the last 3 years. However, there are still vast undeveloped reserves for increasing the productivity of labor. In 1953, for example, the plan for labor productivity was not completed by 23 railroad systems. Those systems having the worst results in this regard were: Kirov, South Ural, Ufa, Northern, Moscow-Ryazan', Southeastern, and the Donets. On the whole, the labor productivity plan was unfulfilled by 0.4 percent, and for labor productivity in construction work was unfulfilled by 8.3 percent.

At the present time, the battle for increasing the productivity of labor must be the center of all our practical activity. For this it is necessary to bring to a halt the uneconomical activities of several system heads. Instead of utilizing the internal reserves, they take the easiest route for themselves and the most expensive for the state, and they maintain workers above their table-of-organization level and permit salary excesses.

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In 1953, the Northern, Moscow-Kursk-Donbass, South Ural, Sverdlovsk, and several other systems, were overstaffed by 26,000 people. In the first quarter of 1954 the maintenance of this above-plan contingent cost 100 million rubles.

Excesses have been permitted in the planning of labor. The Economic Planning Administration and the main administrations of the ministry, while determining the necessary staff according to systems and enterprises, are poorly studying the actual need and are not verifying the correctness of the utilization of workers.

Let us compare two neighboring railroad systems, the Odessa-Kishinev and the L'vov. The L'vov System completed 32 percent less work than the Odessa-Kishinev System even though it [L'vov] had more personnel. Therefore, the labor productivity of the L'vov System was 37 percent lower than its neighbor. It is necessary to check the distribution of personnel everywhere and their utilization, and to eliminate excesses.

The introduction of new technology must be accompanied by the release of part of the personnel and utilization of them on other jobs. However, this does not always occur. For example, a large percentage of cars are now equipped with automatic coupling but the number of men performing coupling operations has increased. The productivity of labor lags behind not only the growth of the technical base of transportation but also behind the qualification of the crews mastering the new technology.

Problems concerning workers' wages and the standardization of labor are of paramount importance. The systems of wages continued to be improved in the postwar period. While in 1947 only 57 percent of the workers were paid according to the bonus and piece-work systems, in 1953, 83 percent were paid according to these systems. However, there are still many shortcomings in the wage system and the normalization of labor. During recent years the volume and conditions of work of many enterprises have substantially changed, but their divisions and classifications remain the same.

The actual situation regarding the awarding of bonuses must be critically inspected at several organizations where bonuses are not even given for the completion of the basic indexes. In particular, the method of awarding bonuses calculate inefficiently the density of freight and the significance of certain systems and enterprises. Therefore, bonuses are often awarded to those working under lighter conditions.

Measures of encouraging the adoption of advanced methods of labor, in particular the operations of above-normal weight trains, are insufficiently reflected in the conditions for the awarding of bonuses.

The so-called experimental-statistical norms still predominate in railroad transportation. During the last 5 years, the number of technically founded norms has increased from 4 to 20 percent but this is still far from satisfactory.

The multiple shortcomings in the organization of labor and production which lead to great losses in work time are completely intolerable under present conditions. On a number of systems, in particular on the South Ural and Ufa Systems, the idleness of locomotive engineers amounts to more than 10 percent of their work time. A time study conducted at many transportation enterprises showed that idleness amounted in a number of instances to as much as 25 percent of the work-day.

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The directives of the 19th Congress of our party concerning the five-year plan call for a 15-percent reduction in the cost of hauling. This plan is being fulfilled successfully. However, our potentials are far from being depleted. It must be kept in mind that a reduction in the cost of hauling has a great significance for the state inasmuch as transportation expenditures are included in the cost of production of all branches of the national economy. By reducing the cost of hauling, we, in the final instance, make possible a reduction in the cost of consumer goods.

In 1951 and 1952, all systems completed the plans for the reduction of the cost of hauling, but in 1953 half of the systems, including the Ufa System, exceeded the planned cost by 5.6 percent, Kirov by 2.6 percent, Moscow-Ryazan' by 2.7 percent, South Ural by 2.2 percent, Southeastern by 2 percent, and the Donets by 1.8 percent. In the first quarter of 1954, the plan for accumulation was not fulfilled by 18 systems. The planned cost of hauling was considerably exceeded on the North Caucasus and the Ordzhonikidze systems.

The profit level of railroad transportation in recent years has constantly been on the increase. In 1954, we must not only cover expenditures for capital investment and sociocultural measures by our own assets but must contribute nearly 2 billion rubles to the state budget. This is a serious task. It can never be done without eliminating the gross shortcomings we have in the economic-financial activity of systems, plants, and construction organizations.

The Finance Administration of the ministry (chief, Ivliyev) and the Central Bookkeeping Administration (chief, Ivanov) are not making the necessary demands in their relations with these systems and enterprises which are permitting overexpenditures of material and financial resources. There is much lacking in the arrangement of auditing work.

The approved method of cost accounting is quite a significant step in the battle for the furthest elevation of the work of transportation. During recent years, cost accounting has been adopted by divisions of systems, classification, freight, and passenger stations, construction units, and many other branches of the economy. This is positively apparent in their activity. However, experience shows that a number of fundamental improvements must be introduced in the present methods of cost accounting. In the first place, the system of cost accounting and accounting must be simplified and the number of accounting entries must be reduced. Secondly, in accordance with the new tasks of transportation, it is necessary to inspect the cost accounting indexes. In selecting them [the improvements] the main aim must be the maximum mobilization of the internal resources of each branch of the economy, and the strengthening of control for the fulfillment of the planned missions.

A few words concerning the material-technical fulfillment of the plan for 1954. The resources which we possess will completely satisfy the demands for rail transportation. For this, a proper distribution of the resources throughout the branches of our economy is demanded, to include into production and construction above-norm surpluses of raw and other materials to utilize assets completely, and to deliver timely and completely materials to consumers. Unfortunately, the Main Administration of Material and Technical Supply [chief, Shchurov] is doing little to fulfill this task.

The basic shortcomings in the work of the Main Administration of Material and Technical Supply and the system offices are those involving the sporadic loading and dispatching of materials to consumers and, in a number of instances, incomplete loading which leads to the accumulation of unfinished products and above-norm stockpiles of materials at the enterprises [producing the materials].

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We must pay most serious attention to the maximum economy of material resources and strictly observe the established norms of expenditures and accumulations.

Comrades! The party and the state are constantly striving for the improvement of the material welfare of the railroad workers and the improvement of their qualifications and culture.

The average wage of railroad workers in comparison with the prewar level has more than doubled and the real wage has increased even more.

During the last 3 years more than 2 million square meters of well-constructed living space has been built. Larger sums are being allotted for individual construction. Workers of the leading professions -- engineers, conductors, car masters, and other railroad workers -- have received loans from the state and have constructed, during 5 years, more than 30,000 dwellings with an over-all area of more than 1 million square meters.

Every year the state is allotting larger sums for the construction of clubs, schools, kindergartens, and nurseries. In comparison with the prewar period, the amount allotted for sanatoriums has increased by three times and has reached almost 1.7 billion rubles per year. The number of sanatoriums, rest homes, and hospitals has grown. The supplying of railroad workers with manufactured and food products is improving every year.

However, there are still many shortcomings in the living conditions of railroad workers. This is apparent, for example, from the unsatisfactory progress in the construction of living space on a number of systems. It is impossible to ignore this. The leaders of systems and divisions must exercise daily control over the progress in the construction of living accommodations, seeing to it that construction organizations positively fulfill the plan for the construction of living accommodations.

We have many shortcomings in providing medical care for railroad workers. The numerous letters and complaints received from the workers of the Southeastern, North Caucasus, Belorussian, and a number of other systems attest to these shortcomings. The Main Medical and Sanitation Administration [chief, Sergeev] is still poor in the organization of the work of medical institutions.

There are many serious shortcomings in the work of the trade system. It is often the case that railroad workers living along the lines lack the opportunity to purchase needed goods due to the poor planning of the routes of car-stores. In several shops of the Northern, Pechora, Krasnoyarsk, and other systems, it is impossible to buy salt, matches, soap, and tobacco, even though there is more than enough at the supply bases. Food is poorly prepared at a number of mess halls and snack bars and the service to the customers is poor.

The existing sovkhoses, with a general land area of nearly 130,000 hectares, could render a great service in improving the work of the trading system and public feeding enterprises. We must improve these services by every possible means and bring about an improved productivity of their fields.

The chiefs of systems and divisions, political departments, and party and social organizations of transportation must look into the work of cultural and personal services institutions more deeply, and daily strive for the improvement of the culture of servicing railroad workers and members of their families, shrewdly uncovering and more quickly eliminating shortcomings in the activities of cultural and personal services institutions.

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Our cadres, trained by the Communist Party and the Soviet State, have grown and hardened. The difficult tasks placed before the railroad workers are within their capabilities.

The political education of the railroad workers has improved with the establishment of political departments. This has played a fundamental role in fulfilling the hauling plan. The political departments have strengthened the party organizations of railroad transportation and have created a number of new party organizations, especially at intermediate stations. They have helped to bring about a more rational distribution of Communists and young Communists in important producing sections, and have strengthened their role as exemplary leaders.

In accordance with the decision of the Council of Ministers USSR and the Central Committee of the Communist Party of the Soviet Union on 6 October 1953, the Political Administration [of the ministry] and the political departments of the railroad systems must still further strengthen the political-educational work, especially among railroad workers of the leading professions, and more actively bring about the popularization of progressive labor methods. In this regard, a great role belongs to the all-union organizations of railroad transportation.

Led by the directives of the party and the state, the Ministry of Railways, and the directors of enterprises, with the aid of party organizations, are daily working for improved selection, distribution, and training of cadres. But there are those leaders who have not understood that the proper selection of cadres and the checking of accomplishment are the mainstays in our organizational work. One of the basic causes for the unsatisfactory fulfillment of operating indexes on a number of systems is an underestimation of the importance of the work with cadres. On the Kirov System, for example, people have occasionally been chosen for leading posts at random, without much thought as to their capabilities, and they must be removed from their posts sometime in the future. In spite of a strict warning, the chief of the Kirov System, Kabantsev, is now, as formerly, paying little attention to the training and selection of cadres.

The leaders of the Main Administration of Track and Structures, Podpalyy and Shumakov, are permitting grave errors. They have not adopted timely measures for strengthening the "Shchebzavody" Trust [gravel plants trust?] and the construction and erection administration of this trust with capable cadres, even though there have been numerous unfavorable signs in these organizations.

The shortcomings in the work with cadres in our construction organizations are especially numerous. Here, the practice which is constantly condemned by the party, that of transferring workers from one job to another, is very common and leads to the disruption of the assigned work. On many construction projects important productive links are not strengthened by sufficiently trained personnel, and engineers and technicians of dubious ability are promoted to responsible offices.

A great many of our specialists are settled in the administrative apparatus. Only half of the engineers and 71 percent of all technicians are working immediately in production, in the line enterprises, in the plants, and in the construction units. At the same time, there are among the station chiefs some without any rating, and of the first and second class station chiefs only 19 percent are engineers. Of the chiefs of locomotive terminals and administrative sections of the track only 49 percent are engineers. Along with this it is not uncommon to find many young specialists working as weighers at freight offices.

All these facts point to the gross shortcomings in the activities of the Main Personnel Administration of the ministry.

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We must elevate the role and importance of the commanders of the middle and lower links, primarily the chiefs of stations, terminals, track sections, communications, the chiefs of construction sections and subsections, shops, and masters at plants and in terminals. It is necessary to invest these leaders with more authority and to exempt them from unnecessary paper work.

The output of engineers from transportation educational institutions has grown 44 percent during the current five-year plan. We must expand the existing higher and other technical schools. Simultaneously, it is necessary to increase the quality of training, the selection of students, and the educational work among them.

It is necessary to organize an improvement in the qualifications of leading technical-engineering personnel, and in particular, an improvement in correspondence education. In connection with the new order of work of our institutions, there are great possibilities for this. It would be expedient to set up in transportation a special institute to improve the command staff through training of those who have had a great deal of practical experience.

After studying the growing volume of work and the introduction of the new technology, it is obviously necessary in the shortest possible time to improve the qualifications of railroad workers of leading professions. To do this it will be necessary to expand considerably the training basis, and to reconstruct the training programs and the plans of our technical schools.

Comrades! The Central Committee of our party and the Soviet State are paying a great deal of attention to improved methods of management. At the February-March Plenum of the Central Committee of the Communist Party, of the Soviet Union serious shortcomings in the management of agriculture were pointed out. We also have such shortcomings in transportation: several managerial workers of the ministry and the systems are cut off from the practical work on the line, and seldom visit the actual working sites. Instead of lively organizational work for the fulfillment of the state plans and norms, in actual practice a considerable part of their time is occupied in the comprising of various types of orders and directives, letters, and telegrams, with requirements for every possible type of reference and record. Thus, at Khovrino Terminal, October System, during a 40-day period, there arrived from the ministry and the system administration 18 orders and nearly 200 other directives. Such an abundance of directives, coupled with weak control over their fulfillment, leads to irresponsibility and a separation of the workers from the actual situation.

The task, then, is to reduce sharply this so-called "order giving" in the ministry and the systems, inasmuch as it transforms our personnel, our technical-engineers, into office clerks. It must be kept in mind that the greatest love for paper creativeness appears in those comrades who do not possess concrete knowledge of their business and who are not acquainted with the actual situation which is evolving on the systems and in the plants, the construction organizations, and other enterprises.

Neither can we any longer ignore a situation in which a significant part of our working time is spent on every possible kind of meeting and conference. In the fourth quarter of 1953, in the administration of the Southeastern Railroad System, there were 278 conferences and meetings. The question is: when do the chief of a system, his deputy, and the chiefs of offices find time to occupy themselves with the actual organization work connected with the management of their service?

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On many systems directly subordinate to the system chiefs there are standing committees which assume functions not properly theirs, thereby becoming a pseudocollegium which issues resolutions concerning current economic matters properly delegated to individuals for decision, exacts penalties, deprives offending workers of bonuses after years of service, removes personnel from positions, etc. It is necessary to eliminate these shortcomings and to concentrate the attention of standing committees mainly on the check of the fulfillment of the decisions of the party and the state and the orders of the ministry.

Up to this time petty authority has not eliminated the unending checks which disturb the workers in the performance of their duties. From January through March 1954, at Chelyabinsk Station, three teams and two commissions were conducting two commercial inspections and one financial inspection. All of these commissions and inspectors distracted from their work not only the station chief but the whole station administration. According to claims we have received from station chiefs, it is a rare day when they can occupy themselves completely with the operation of their stations.

Great harm is also done in overcentralizing the solving of various problems of capital construction and capital repair, the redistribution of equipment, staff, and other questions. In accordance with instructions of the state, the ministry has developed and presented suggestions concerning the significant expansion of authority of chiefs of railroad systems, plants, and construction organizations, and chiefs of main administrations of the ministry, concerning problems of staff, labor, planning, and the utilization of materials and equipment.

As regards the check on the fulfillment of directives, there are also serious shortcomings. Often important orders and decrees do not get to the executor on time, and do not establish personal responsibility for their fulfillment, and a check is begun only after it is apparent that a given task has not been completed. The check is often conducted along bureaucratic lines and therefore leads to a flood of papers, while the workers tolerating the slackness and irresponsibility remain unpunished.

The unsatisfactory organization of fulfillment checks is one of the shortcomings in the work of the collegium of the ministry. We must, with all force, criticize methods of formal, bureaucratic management, bring an abrupt end to excessive paper work, so that the ministry may more concretely and more directly manage the systems, plants, and construction organizations, and solve problems on time and eliminate existing shortcomings.

It is in every way apparent that all this demands unyielding effort. It was no accident that Khrushchev, at the Plenum of the Central Committee, said: "It is impossible to solve this business in one stroke. It must be kept in mind that here we are meeting the unyielding resistance of bureaucrats, who, becoming accustomed to doing business only with papers, cannot live without them. Bureaucrats and red-tape artists have not disappeared from the face of the earth, and only because we have tolerated the situation. An unyielding, tedious, constant effort is required for the eradication of the big scourge which is bureaucratism. In this matter it is necessary to include all the party, soviet, union, and young Communist organizations."

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Comrades! The historical tasks placed by the party and the state before the Soviet people demand an immediate improvement and elevation of all the work of railroad transportation to a new and higher level. It is very important that our All-Union Meeting of Workers of Railroad Transportation uncover the shortcomings which are impeding the successful fulfillment of tasks placed before us, and contemplate and consider measures for improving the work for the furthest elevation of railroad transportation.

The Soviet people under the leadership of the great Communist Party are definitely on the road to Communism. The railroad workers educated by our great Communist Party and the Soviet State in the spirit of warm patriotism and devotion to our mother country will do all within our power to fulfill the tasks placed before us.

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